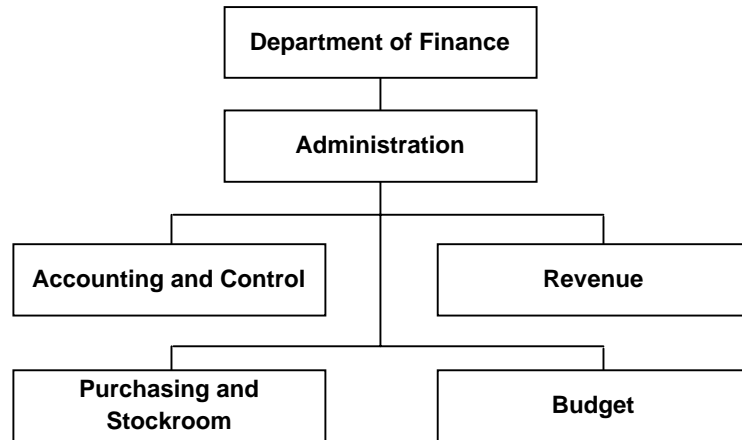
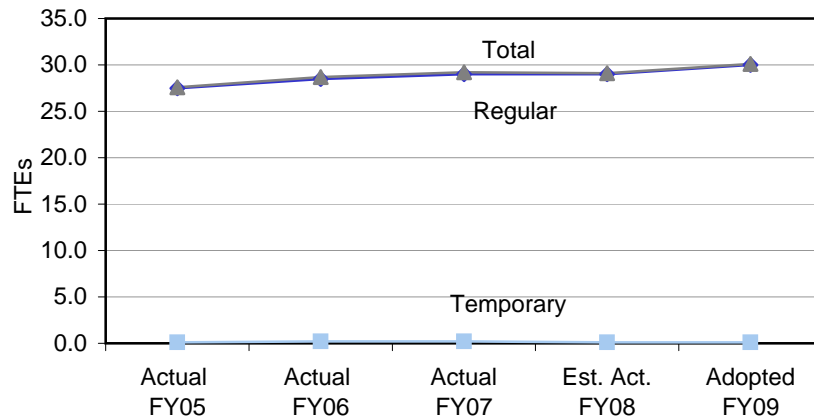


# Department of Finance



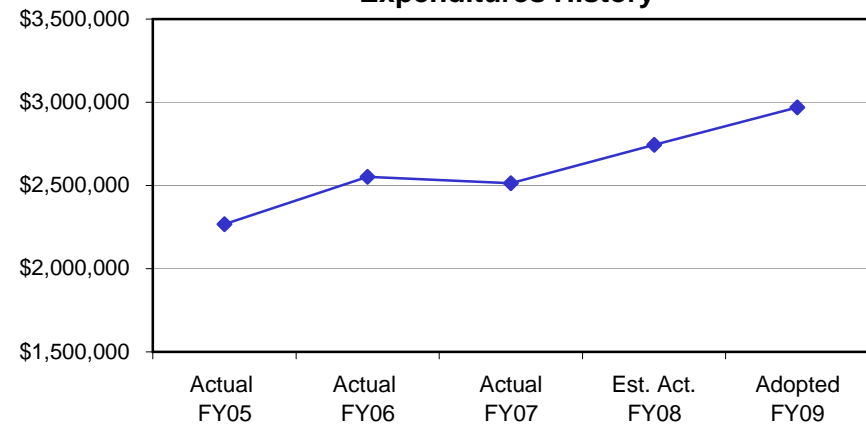
**Staffing Trend**



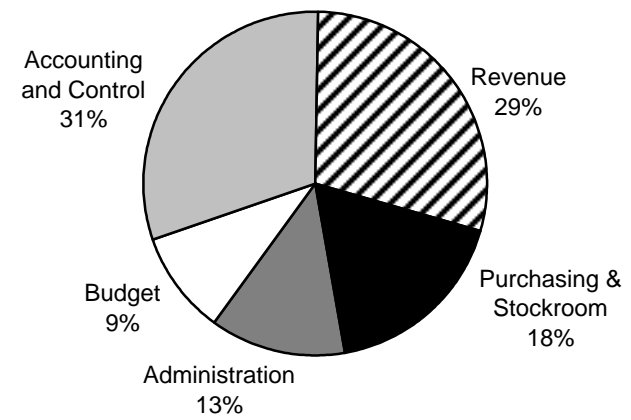
## Department Mission Statement

The Department of Finance maintains the City's high standard of financial excellence by providing the citizens, employees, and vendors with professional customer service through the collection and disbursement of funds, financial reporting, and management of assets.

**Expenditures History**



**Use of Funds**



# Department of Finance

## Department Summary

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Dept. Expenditures by Division</b>				
Administration	413,340	365,600	401,738	382,640
Accounting and Control	664,176	730,000	732,375	915,294
Revenue	798,272	841,400	841,400	864,626
Purchasing / Stockroom	400,465	494,455	494,455	525,041
Budget	237,312	294,550	274,550	281,271
<b>Department Total</b>	<b>\$2,513,565</b>	<b>\$2,726,005</b>	<b>\$2,744,518</b>	<b>\$2,968,872</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Dept. Expenditures by Type</b>				
Salary and Wages	1,663,160	1,859,500	1,839,500	2,005,717
Benefits	386,215	470,700	470,700	474,400
Overtime	6,619	3,400	3,400	3,400
<b>Personnel Subtotal</b>	<b>\$2,055,994</b>	<b>\$2,333,600</b>	<b>\$2,313,600</b>	<b>\$2,483,517</b>
Contractual Services	240,287	197,810	238,173	290,760
Commodities	18,160	24,595	22,745	24,595
Capital Outlays	199,124	170,000	170,000	170,000
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$457,571</b>	<b>\$392,405</b>	<b>\$430,918</b>	<b>\$485,355</b>
<b>Department Total</b>	<b>\$2,513,565</b>	<b>\$2,726,005</b>	<b>\$2,744,518</b>	<b>\$2,968,872</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Department Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	1,740,305	1,914,805	1,933,318	2,135,526
Water Fund (210)	773,260	811,200	811,200	833,346
<b>Subtotal</b>	<b>\$2,513,565</b>	<b>\$2,726,005</b>	<b>\$2,744,518</b>	<b>\$2,968,872</b>
<b>Department Total</b>	<b>\$2,513,565</b>	<b>\$2,726,005</b>	<b>\$2,744,518</b>	<b>\$2,968,872</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Division (FTEs)</b>				
<i>Regular</i>				
Administration	2.0	2.0	2.0	2.0
Accounting and Control	9.0	9.0	9.0	10.0
Revenue	9.0	9.0	9.0	9.0
Purchasing / Stockroom	6.0	6.0	6.0	6.0
Budget	3.0	3.0	3.0	3.0
<b>Regular Subtotal</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>	<b>30.0</b>
<i>Temporary</i>				
Accounting and Control	0.1	0.0	0.0	0.0
Purchasing / Stockroom	0.1	0.0	0.0	0.0
Budget	0.0	0.1	0.1	0.1
<b>Temporary Subtotal</b>	<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<b>Department Total</b>	<b>29.2</b>	<b>29.1</b>	<b>29.1</b>	<b>30.1</b>

# Department of Finance

## Department Summary

### Department Overview:

The Department of Finance assists the departments of the City government in meeting their service objectives by acquiring goods and services, allocating and tracking the organization's financial resources, processing financial transactions, and providing information and analysis as a basis for decision making. The department bills and/or collects revenue and provides assistance to taxpayers and utility customers. The department also secures financing for capital construction and safeguards and invests City funds.

### Objectives:

The strategic objectives of the Finance Department are:

- Promote a high level of public trust in financial transactions 🗳️
- Maintain City's financial health and stability 🗳️🌐
- Ensure financial accountability across the organization 🗳️
- Professional management of resources 🗳️
- Equitable and ethical service to all customers 🗳️👥

### Significant Changes:

#### *Adopted FY08 to Estimated Actual FY08*

The City's overall bond rating was upgraded to AAA status by Standard & Poor's and Aaa status by Moody's Investor Services. All City debt, including the FY08 bond issue for \$21 million, was upgraded accordingly.

The department implemented an upgraded web-based payroll / human resource system that includes payroll and position control.

#### *Estimated Actual FY08 to Adopted FY09*

A new 1.0 FTE was added to the FY09 adopted budget in the Division of Accounting and Control. This position, Systems Support Senior Analyst, will assist the Financial Systems Manager in leading, implementing, installing, managing and maintaining the current and future automated financial and human resources systems that are controlled by the Department of Finance. This position will work in coordination with the Department of Information and Technology to provide technical support for the financial system applications.

In addition to the new position, the Accounting and Control Division will reorganize to provide a better segregation of duties as recommended by the City auditors.

### Department History:

	Actual FY06	Actual FY07	Est. Act. FY08	Estimate FY09
Number of citizen service requests (CSRs) received and responded to	15	13	14	15
Percent of employee performance evaluations completed before their anniversary date	90%	24%	55%	65%
Turnover rate	7.0%	10.4%	7.0%	7.0%
Lost Time	5.1%	5.0%	3.8%	5.0%

# Department of Finance

## Division: Administration

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Cost Center</b>				
Administration	413,340	365,600	401,738	382,640
<b>Division Total</b>	<b>\$413,340</b>	<b>\$365,600</b>	<b>\$401,738</b>	<b>\$382,640</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Type</b>				
Salary and Wages	221,154	225,100	225,100	233,640
Benefits	40,641	43,200	43,200	51,700
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>\$261,795</b>	<b>\$268,300</b>	<b>\$268,300</b>	<b>\$285,340</b>
Contractual Services	146,977	87,300	125,288	87,300
Commodities	4,568	10,000	8,150	10,000
Capital Outlays	0	0	0	0
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$151,545</b>	<b>\$97,300</b>	<b>\$133,438</b>	<b>\$97,300</b>
<b>Division Total</b>	<b>\$413,340</b>	<b>\$365,600</b>	<b>\$401,738</b>	<b>\$382,640</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Division Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	413,340	365,600	401,738	382,640
<b>Subtotal</b>	<b>\$413,340</b>	<b>\$365,600</b>	<b>\$401,738</b>	<b>\$382,640</b>
<b>Division Total</b>	<b>\$413,340</b>	<b>\$365,600</b>	<b>\$401,738</b>	<b>\$382,640</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Cost Center (FTEs)</b>				
<i>Regular</i>				
Administration	2.0	2.0	2.0	2.0
<b>Regular Subtotal</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<i>Temporary</i>				
<b>Temporary Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Division Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Department of Finance

## Division: Administration

### Division Purpose:

The Administration Division is responsible for developing City financial management policies and strategies to meet the department's objectives. The division promotes equitable taxation systems and usage fees; maximizes the return on City investments at minimal risk; maintains banking relations; plans and executes bond sales; and provides internal control oversight. The Director of Finance serves as the Executive Secretary to the Retirement Board.

### Significant Changes:

#### *Adopted FY08 to Estimated Actual FY08*

The Division successfully managed a \$21 million bond sale, which was upgraded to AAA and Aaa status by Standard & Poor's and Moody's respectively. All City debt was upgraded accordingly.

Estimated Actual FY08 is approximately \$36,000 higher than Adopted FY08 due to purchase orders that carried into FY08 from FY07.

#### *Estimated Actual FY08 to Adopted FY09*

None.

## Cost Center: Administration

### Objectives:

- Provide guidance and financial oversight to Finance divisions 8
- Plan, organize, lead, monitor and direct the overall Finance function
- Promote long-term financial health through recommending financial policies, practices, and procedures 8 9
- Maintain City's AAA / Aaa bond rating through sound debt administration 8
- Continue efforts to reduce costs across City departments 8
- Monitor cash flow needs carefully to maximize interest income
- Closely monitor the impact of economic conditions on major revenue sources 9
- Promote High Performance Organization (HPO) principles and initiatives throughout the Department

### Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase investment interest rate earned as a percent of the three-month T-bill to 105%	102%	105%	105%	105%
Maintain the undesignated fund balance in the General Fund at or above 15 percent of annual revenue	27.9%	15.0%	17.5%	15.0%
Maintain City's Bond Rating of AAA / Aaa	AA+	AAA / Aaa	AAA / Aaa	AAA / Aaa

### Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of investment reports submitted to Mayor and Council	12 / 12	12 / 12	12 / 12	12 / 12
Number of bond sales executed	0	1	1	1

### Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Director	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
<b>Cost Center Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Department of Finance

## Division: Accounting and Control

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Cost Center</b>				
Accounting and Control	664,176	730,000	732,375	915,294
<b>Division Total</b>	<b>\$664,176</b>	<b>\$730,000</b>	<b>\$732,375</b>	<b>\$915,294</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Type</b>				
Salary and Wages	523,992	567,200	567,200	670,194
Benefits	112,230	142,900	142,900	144,200
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>\$636,222</b>	<b>\$710,100</b>	<b>\$710,100</b>	<b>\$814,394</b>
Contractual Services	22,602	14,400	16,775	95,400
Commodities	5,352	5,500	5,500	5,500
Capital Outlays	0	0	0	0
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$27,954</b>	<b>\$19,900</b>	<b>\$22,275</b>	<b>\$100,900</b>
<b>Division Total</b>	<b>\$664,176</b>	<b>\$730,000</b>	<b>\$732,375</b>	<b>\$915,294</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Division Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	664,176	730,000	732,375	915,294
<b>Subtotal</b>	<b>\$664,176</b>	<b>\$730,000</b>	<b>\$732,375</b>	<b>\$915,294</b>
<b>Division Total</b>	<b>\$664,176</b>	<b>\$730,000</b>	<b>\$732,375</b>	<b>\$915,294</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Cost Center (FTEs)</b>				
<i>Regular</i>				
Accounting and Control	9.0	9.0	9.0	10.0
<b>Regular Subtotal</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>
<i>Temporary</i>				
Accounting and Control	0.1	0.0	0.0	0.0
<b>Temporary Subtotal</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Division Total</b>	<b>9.1</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>

# Department of Finance

## Division: Accounting and Control

### Division Purpose:

The Accounting and Control Division provides timely and accurate accounting and internal control services for the City. Provides professional and consistent financial services to all City departments through accounts payable, payroll processing and accounting services. Oversees and reports on a timely and accurate basis all financial results of City operations through the City's annual financial report. Maintains the City's pension and deferred compensation programs, prepares and oversees accurate input of City's actuarial reports as well as performs timely pension benefit calculations.

### Significant Changes:

#### *Adopted FY08 to Estimated Actual FY08*

In FY06 the Accounting and Control Division implemented the web-based financial system that includes the general ledger, accounts payable, accounting, inventory, and purchasing functions. System modules are continuously being added and enhanced to improve functionality.

This division completed the upgrade of the web-based time and attendance program (Kronos) for the Union employees. The division also implemented a new time and attendance system for administrative employees. Police and part-time employees will be implemented in late FY08 or early FY09.

The division implemented an upgrade to a web-based payroll/human resource system that included payroll and position control. This system allows the City to:

- Respond to requests for information more efficiently
- Support automated business practices
- Streamline workflow (approvals on line)
- Reduce paper

The Division also implemented a new purchasing card (P-Card) system due to a bank merger. This upgrade enhanced P-Card processing and controls.

#### *Estimated Actual FY08 to Adopted FY09*

A new 1.0 FTE was added to the FY09 adopted budget. This position, Finance Systems Senior Support Analyst, will assist the Financial Systems Manager in leading, implementing, installing, managing and maintaining the current and future automated financial and human resources systems that are controlled by the Department of Finance. This position will work in coordination with the Department of Information and Technology to provide technical support for the financial system applications.

The Division will maintain and upgrade existing modules in the new financial system, human resource system and web-based time and attendance system (Kronos). \$80,000 was added to the FY09 adopted budget to fund maintenance and upgrades to these systems to ensure that they are operating properly and are on current releases.

The Division will be implementing the reporting component of GASB 45 known as OPEB (Other Post Employment Benefits).

The Division will be exploring options of implementing a new Performance Budgeting System.

The Division will reorganize duties to provide better segregation between tasks as recommended by the City auditors.

## Cost Center: Accounting and Control

### Objectives:

- Conduct approximately 72 internal financial and operational reviews on a routine basis 8
- Compliance with Generally Accepted Accounting Principles
- Continue to implement GASB 34, a major change to the rules governing governmental financial reporting, including retroactively reporting capitalized infrastructure
- Continue to provide staff training on new financial, payroll/HR and Kronos web-based systems 8
- Implement reporting components of GASB 45 (OPEB)

# Department of Finance

## Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of years receiving GFOA Achievement of Excellence in Financial Reporting Certificate for Annual Financial Report	18	19	19	20
Receive an unqualified audit opinion	Yes	Yes	Yes	Yes
Achieve zero voided payroll checks due to payroll error	8	0	8	0
Increase percent of employees rating payroll service good / excellent to 100%*	Next Survey FY08	3.25 / 4.00 or 81%	3.20 / 4.00 or 80%	Next Survey FY10
Increase percent of employees rating the quality and timeliness of payment processing as good / excellent to 100% *	Next Survey FY08	3.25 / 4.00 or 81%	3.04 / 4.00 or 76%	Next Survey FY10
Achieve zero voided vendor disbursement checks due to A/P error	4	0	2	0
Achieve 100% compliance on initial audit reviews	N/A	100%	67%	100%

\* The City conducts an internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

## Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of internal control reviews completed and P-Card audits *	61	72	64	78
Number of professional development classes/ training staff attended	10	15	15	15

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of financial system, HR system and Kronos system training classes held for system users **	12	16	40	50
Percent of FTE's on payroll direct deposit	86%	90%	90%	100%
Number of payroll checks / EFT's issued	23,482	21,000	23,500	23,500
Total number of Purchasing Card transactions processed *	7,600	11,000	10,000	11,000
Number of Help Desk Calls for Financial, HR & P-Card Systems	250	175	300	350

\* Please see purchasing division for more P-Card performance measures.

\*\* In FY08 and future, training sessions will increase due to the implementation of two new web-based systems.

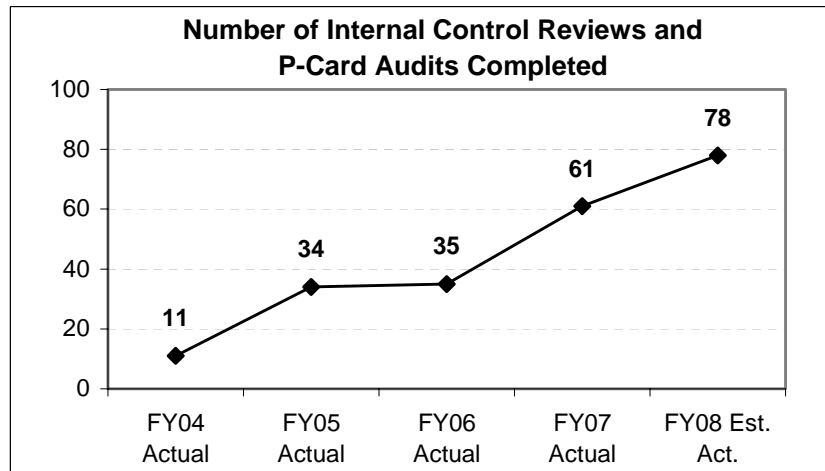
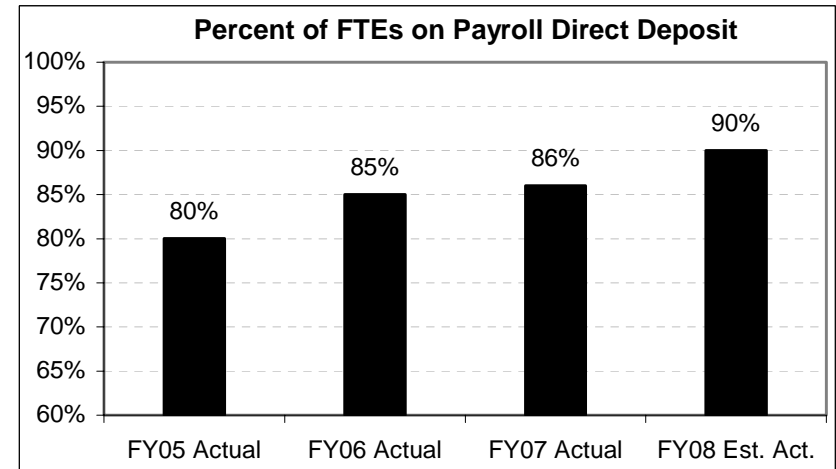
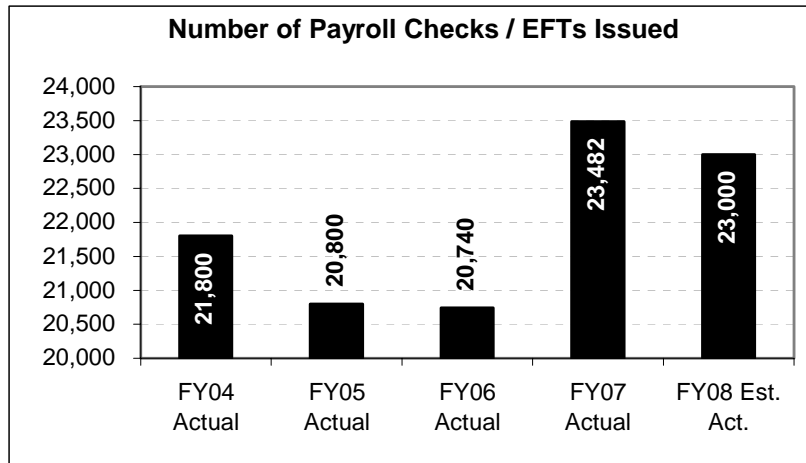
## Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Financial Systems Manager	1.0	1.0	1.0
Financial Systems Senior Support Analyst	0.0	0.0	1.0
Financial Accounting Manager	1.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0
Accountant	1.0	1.0	1.0
Accounts Payable Assistant I	1.0	1.0	1.0
Accounts Payable Assistant II	1.0	1.0	1.0
Payroll Assistant I	2.0	2.0	2.0
Payroll Assistant II	1.0	1.0	1.0
<b>Cost Center Total</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>



# Department of Finance

## Supplemental Information:



# Department of Finance

## Division: Revenue

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Cost Center</b>				
Revenue	798,272	841,400	841,400	864,626
<b>Division Total</b>	<b>\$798,272</b>	<b>\$841,400</b>	<b>\$841,400</b>	<b>\$864,626</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Type</b>				
Salary and Wages	412,557	440,000	440,000	463,076
Benefits	109,923	138,400	138,400	133,900
Overtime	6,586	3,400	3,400	3,400
<b>Personnel Subtotal</b>	<b>\$529,066</b>	<b>\$581,800</b>	<b>\$581,800</b>	<b>\$600,376</b>
Contractual Services	64,448	84,000	84,000	88,650
Commodities	5,634	5,600	5,600	5,600
Capital Outlays	199,124	170,000	170,000	170,000
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$269,206</b>	<b>\$259,600</b>	<b>\$259,600</b>	<b>\$264,250</b>
<b>Division Total</b>	<b>\$798,272</b>	<b>\$841,400</b>	<b>\$841,400</b>	<b>\$864,626</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Division Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	25,012	30,200	30,200	31,280
Water Fund (210)	773,260	811,200	811,200	833,346
<b>Subtotal</b>	<b>\$798,272</b>	<b>\$841,400</b>	<b>\$841,400</b>	<b>\$864,626</b>
<b>Division Total</b>	<b>\$798,272</b>	<b>\$841,400</b>	<b>\$841,400</b>	<b>\$864,626</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Cost Center (FTEs)</b>				
<i>Regular</i>				
Revenue	9.0	9.0	9.0	9.0
<b>Regular Subtotal</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<i>Temporary</i>				
<b>Temporary Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Division Total</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

# Department of Finance

## Division: Revenue

### Division Purpose:

Ensure the timely, accurate and equitable collection of all revenues due to the City by collecting and recording the receipt of revenues for all City departments; managing the billing and collection of City water, sewer and refuse fees; recording and reconciling the receipt of City front-foot benefit charges; and managing the billing and collection of special assessment charges.

### Significant Changes:

*Adopted FY08 to Estimated Actual FY08*

Implemented a new utility billing system.

*Estimated Actual FY08 to Adopted FY09*

None.

## Cost Center: Revenue

### Objectives:

- Ensure that all utility properties are billed appropriately and registered with the City by performing periodic audits using CPDS information, GIS maps, Refuse Operations Division information and the Maryland Department of Assessment and Taxation records 🗂️🌐
- Ensure revenues are properly collected and reported, and monitor revenue collection by preparing and analyzing quarterly reports 🗂️🌐
- Ensure billing practices are consistent with encouraging water conservation by notifying customers of high water usage and allowing credits for timely plumbing repairs ★
- Ensure fund collection accuracy by performing periodic “spot” audits of the cashier and address any overage/shortage issues 🗂️
- Ensure utility rates are equitably distributed among users and are sufficient to assure the stability and financial health of the utility funds 🌐
- Continue to upgrade the meter reading and billing processes to provide a more efficient system 🗂️🌐

### Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Limit amount of cashier variance to \$25 annually	\$25	\$25	\$25	\$25
Increase monthly cashier audits that balance to 100%	10 / 12 or 83%	11 / 12 or 92%	11 / 12 or 92%	12 / 12 or 100%
Maintain 100% of bills sent out by the 15 <sup>th</sup> of the month	12 / 12 or 100%	12 / 12 or 100%	12 / 12 or 100%	12 / 12 or 100%
Maintain 100% of Revenue refuse bills that match Public Works refuse route list	N/A	N/A	N/A	100%

### Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number of utility audits / year	3	4	4	4
Number of cashier audits / year	10	12	12	12
Number of service work orders completed	2,102	1,500	1,600	1,600
Number of water meters read monthly / quarterly	573 / 11,927	593 / 11,977	593 / 11,977	595 / 11,980
Number of bills issued:				
• Water/Sewer and Refuse	79,000	79,000	78,600	78,800
• Special Assessments	42	40	45	46

### Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Revenue Supervisor	1.0	1.0	1.0
Revenue Assistant I	2.0	2.0	2.0
Revenue Assistant II	1.0	1.0	1.0
Meter Services Supervisor	1.0	1.0	1.0
Meter Services Technician	3.0	3.0	3.0
Cashier	1.0	1.0	1.0
<b>Cost Center Total</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

# Department of Finance

## Division: Purchasing and Stockroom

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures By Cost Center</b>				
Purchasing and Contracts	258,153	346,500	346,500	371,351
Stockroom	142,312	147,955	147,955	153,690
<b>Division Total</b>	<b>\$400,465</b>	<b>\$494,455</b>	<b>\$494,455</b>	<b>\$525,041</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Type</b>				
Salary and Wages	308,050	387,200	387,200	407,586
Benefits	85,917	97,300	97,300	100,500
Overtime	33	0	0	0
<b>Personnel Subtotal</b>	<b>\$394,000</b>	<b>\$484,500</b>	<b>\$484,500</b>	<b>\$508,086</b>
Contractual Services	3,868	6,760	6,760	13,760
Commodities	2,597	3,195	3,195	3,195
Capital Outlays	0	0	0	0
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$6,465</b>	<b>\$9,955</b>	<b>\$9,955</b>	<b>\$16,955</b>
<b>Division Total</b>	<b>\$400,465</b>	<b>\$494,455</b>	<b>\$494,455</b>	<b>\$525,041</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Division Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	400,465	494,455	494,455	525,041
<b>Subtotal</b>	<b>\$400,465</b>	<b>\$494,455</b>	<b>\$494,455</b>	<b>\$525,041</b>
<b>Division Total</b>	<b>\$400,465</b>	<b>\$494,455</b>	<b>\$494,455</b>	<b>\$525,041</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Cost Center (FTEs)</b>				
<i>Regular</i>				
Purchasing and Contracts	4.0	4.0	4.0	4.0
Stockroom	2.0	2.0	2.0	2.0
<b>Regular Subtotal</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
<i>Temporary</i>				
Purchasing and Contracts	0.1	0.0	0.0	0.0
<b>Temporary Subtotal</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Division Total</b>	<b>6.1</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

# Department of Finance

## Division: Purchasing and Stockroom

### Division Purpose:

To provide the City with the means to secure quality goods and services at the best value and in a timely manner while maintaining the integrity of the bidding process and conforming to city, state and federal requirements. The Stockroom provides effective, efficient and accountable management of materials for the City by taking time to understand and satisfy the requirements of customers to the extent allowed while maintaining the financial and production controls necessary to run a responsible and transparent governmental operation.

### Significant Changes:

#### *Adopted FY08 to Estimated Actual FY08*

The Purchasing Division has completed an upgrade to the financial management system, including procurement software. This implementation allows staff to administer on-line purchase requisitioning. The contract for the sale of surplus City property via an Internet auction service has been signed. This process allows the City to set minimum bids and attracts bidders nationwide.

#### *Estimated Actual FY08 to Adopted FY09*

The Purchasing Division will provide on-going quarterly training sessions for staff covering the on-line purchasing requisition process.

## Cost Center: Purchasing and Contracts

### Objectives:

- Ensure the integrity of the public bidding process
- To maintain the percentage of formal solicitations awarded without valid protest or legal action at 100%
- Increase the use of procurement cards for orders to suppliers to achieve rebates
- Develop an on-going quarterly training program for staff covering the on-line purchasing requisition process and implementation of additional purchasing features of the system 8
- Perform P-Card training as needed for new employees 8

### Workload Measures:

	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Number and percent of formal solicitations awarded without valid protest	30 / 30 or 100%	30 / 30 or 100%	65 / 65 or 100%	65 / 65 or 100%
Number of formal solicitations processed over \$15,000	30	30	65	65
Number of procurement cards managed	67	67	68	80
Value of procurement card purchases	\$2.7M	\$2.7M	\$2.8M	\$3.0M
Rebates and incentives received	\$26,854	\$27,000	\$29,500	\$30,000

### Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Contract Officer	1.0	1.0	1.0
Contract Specialist	1.0	1.0	1.0
Buyer II	1.0	1.0	1.0
Buyer I (2)	1.0	1.0	1.0
<b>Cost Center Total</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

# Department of Finance

## Cost Center: Stockroom

### Objectives:

- Reduce total dollar value of stock items by 10% while maintaining adequate levels to meet demand
- Improve the monitoring of stock items by performing spot inventories
- Refine internet auction and surplus property procedures to improve upon return to use and return on sale for surplus property 8
- Refine the implementation of the inventory portion of the City's automated financial management system 8
- Consolidate inventory functions to eliminate duplicative efforts in stocking and distribution of supplies 8

### Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Reduce total dollar value of stock items by 10%	\$300,000	\$300,000	\$316,000	\$284,000
Percent of error between actual and system inventory counts:				
• Stock number *	N/A	N/A	N/A	20.00%
• Number of items *	N/A	N/A	N/A	5.00%
• Dollar amount	0.02%	0.02%	0.02%	0.02%

\* New performance measures for FY09.

### Workload Measures:

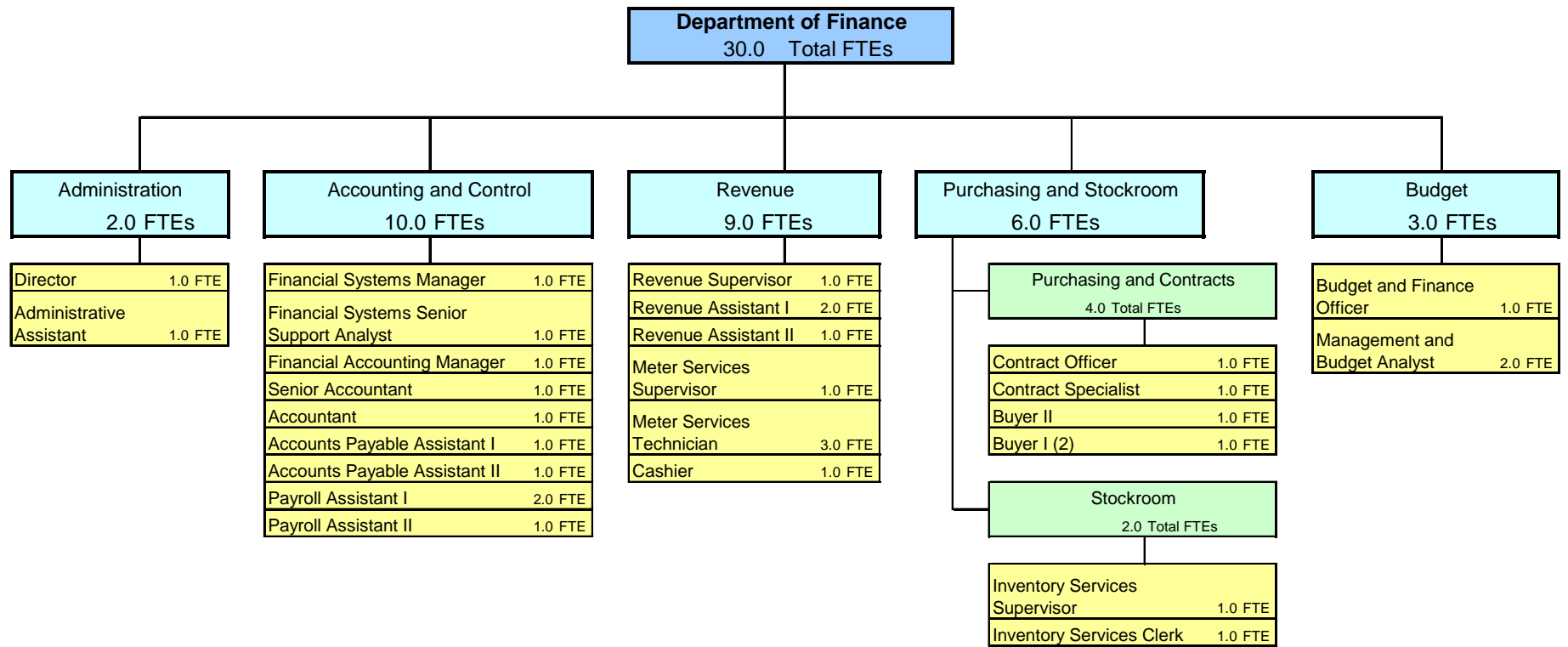
	Actual FY07	Estimate FY08	Est. Act. FY08	Estimate FY09
Spot inventories performed *	N/A	N/A	N/A	11
Items returned to use *	N/A	N/A	N/A	10
Annual value of items sold via internet auction	N/A	\$500	\$500	\$4,500
Value of inventory written off as obsolete at year end	\$4,000	\$4,000	\$4,000	\$31,600
Number of stock purchases performed utilizing p-card *	470	675	700	740

\* New workload measures for FY09.

### Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Inventory Services Supervisor	1.0	1.0	1.0
Inventory Services Clerk	1.0	1.0	1.0
<b>Cost Center Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Department of Finance



# Department of Finance

## Division: Budget

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Cost Center</b>				
Budget	237,312	294,550	274,550	281,271
<b>Division Total</b>	<b>\$237,312</b>	<b>\$294,550</b>	<b>\$274,550</b>	<b>\$281,271</b>
	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Division Expenditures by Type</b>				
Salary and Wages	197,407	240,000	220,000	231,221
Benefits	37,504	48,900	48,900	44,100
Overtime	0	0	0	0
<b>Personnel Subtotal</b>	<b>\$234,911</b>	<b>\$288,900</b>	<b>\$268,900</b>	<b>\$275,321</b>
Contractual Services	2,392	5,350	5,350	5,650
Commodities	9	300	300	300
Capital Outlays	0	0	0	0
Other	0	0	0	0
<b>Operating Subtotal</b>	<b>\$2,401</b>	<b>\$5,650</b>	<b>\$5,650</b>	<b>\$5,950</b>
<b>Division Total</b>	<b>\$237,312</b>	<b>\$294,550</b>	<b>\$274,550</b>	<b>\$281,271</b>

	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Source of Division Funds</b>				
<i>Departmental Revenue</i>	0	0	0	0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Fund Contribution</i>				
General Fund (110)	237,312	294,550	274,550	281,271
<b>Subtotal</b>	<b>\$237,312</b>	<b>\$294,550</b>	<b>\$274,550</b>	<b>\$281,271</b>
<b>Division Total</b>	<b>\$237,312</b>	<b>\$294,550</b>	<b>\$274,550</b>	<b>\$281,271</b>
	Actual FY07	Adopted FY08	Est. Act. FY08	Adopted FY09
<b>Staffing Summary by Cost Center (FTEs)</b>				
<i>Regular</i>				
Budget	3.0	3.0	3.0	3.0
<b>Regular Subtotal</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<i>Temporary</i>				
Budget	0.0	0.1	0.1	0.1
<b>Temporary Subtotal</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<b>Division Total</b>	<b>3.0</b>	<b>3.1</b>	<b>3.1</b>	<b>3.1</b>



# Department of Finance

## Division: Budget

### Division Purpose:

The Budget Division oversees and reports on a timely and accurate basis all budgetary policies and procedures through the City's annual Operating and Capital Improvements Program budgets. This division also provides services related to resource allocation, fiscal analysis, and forecasting, and regularly provides objective information and recommendations to the Mayor and Council, City Manager, and City departments.

### Significant Changes:

#### *Adopted FY08 to Estimated Actual FY08*

New for FY08, the Division of Budget produced a report called the Popular Annual Financial Report (PAFR). This report is designed to make the financial information found in the Comprehensive Annual Financial Report (CAFR) and in the City's operating and capital budgets easier to read and understand. The PAFR provides many benefits to the community as it reports on financial matters (i.e. budget and financial results) and non-financial matters (i.e. projects and priorities).

During FY08, the Division implemented a new process to prioritize CIP projects supported by the Capital Projects Fund based on the needs of the Rockville community and the vision and priorities of the Mayor and Council. This improved prioritization process is a more systematic process for setting citywide CIP project priorities than employed previously, and is an important element for ensuring long-term sustainability of the CIP.

For FY09 budget preparation, the Division created and distributed new budget preparation worksheets to aid the departments in submitting their annual budget requests. These worksheets, which were designed to increase efficiencies in the budget preparation process, allowed the departments to submit all of their request information in a single easy to follow form.

#### *Estimated Actual FY08 to Adopted FY09*

In FY08 the Division held a Budget Management training that was available for all City employees. This training covered topics like: types of funds, financial system basics, budget transfers, budget amendments, performance and workload measures, and other areas related to budget management. For FY09, staff proposes to start a separate training course that focuses specifically on workload and performance measures. This course will assist departments in improving their overall performance measurement programs so that the City can accurately identify program results, assess past performance, and facilitate program and service delivery improvements for future years.

## Cost Center: Budget

### Objectives:

- Support the Mayor and Council, City Manager, and City departments with recommendations on resource allocation, fiscal policy, and efficient operations 🧠🌐
- Coordinate, implement and manage the FY09 Operating Budget and the FY09 – FY13 Capital Improvements Program Budget to ensure the most efficient and effective use of resources 🧠
- Review and approve budget, purchasing, and personnel transactions
- Review and approve all Mayor and Council agenda items through the new eGenda System
- Prepare and distribute the Popular Annual Financial Report (PAFR)
- Manage the City's overall performance and workload measurement program 🧠
- Provide Excel, grants management, and budget management training to City employees 🧠
- Assist with the competitive bidding and selection process of investment vehicles for the City's portfolio, and prepare the Monthly Cash and Investment Portfolio Summary that describes the City's investment distributions

### Performance Measures:

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Increase the number of employees who attend Budget Management Training by 5 *	N/A	40	42	47
Increase the percent of training participants rating Budget Management Training as "excellent" by 4% *	N/A	30 / 40 or 75%	34 / 42 or 81%	40 / 47 or 85%
Increase the percent of employees "satisfied" or "very satisfied" with overall budgeting guidance and assistance by 5%**	Next Survey FY08	85%	70%	Next Survey FY10

# Department of Finance

	Actual FY07	Target FY08	Est. Act. FY08	Target FY09
Number of consecutive years receiving the GFOA Budget Presentation Award	16	17	17	18
Number of consecutive years receiving the GFOA Popular Annual Financial Reporting Award	N/A	1	1	2
Increase budget book ratings of "outstanding" as a percentage of ratings given by GFOA reviewers for the City's budget book by 2%	28% or 23 / 81	30% or 24 / 81	30% or 24 / 81	32% or 26 / 81
General Fund actual expenses as a percent of the adopted budget ***	109%	100%	101%	100%
General Fund actual revenues as a percent of the adopted budget ***	107%	100%	109%	100%

\* New performance measure for FY09.

\*\* The City conducts an internal employee survey every other year. The last survey was conducted in FY08 and the next survey will take place in FY10.

\*\*\* The General Fund fund balance over the 15% reserve requirement may be appropriated during the fiscal year through a budget amendment. As a result, General Fund expenditures may exceed the adopted budget while staying within the expenditure limits of the modified budget.

## Regular Positions:

Position Title	Adopted FY07	Adopted FY08	Adopted FY09
Budget and Finance Officer	1.0	1.0	1.0
Management and Budget Analyst	2.0	2.0	2.0
<b>Cost Center Total</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## Financial System – Expense Budget Detail Query

**AMS ADVANTAGE - Microsoft Internet Explorer**

Welcome, Stacey Tate | Budget Workspace

**Expense Budget**

BYF	Fund	Department	Appr Unit	Object	Current Budget	Encumbered	Actual Expenses	Unobligated
2007	110	850	0159	0803 0312	\$405,923.00	\$4,657.50	\$162,748.53	\$238,516.97

First Prev Next Last

**Budget Actuals**

Pre-Encumbered: \$0.00 | Uncommitted: \$238,516.97

Encumbered: \$4,657.50 | Unobligated: \$238,516.97

Accrued Expenses: \$0.00 | Actual Expenses: \$162,748.53

Cash Expenses: \$162,748.53

**Budgeted Amounts**

Adopted: \$405,923.00 | Current Budget: \$405,923.00

## Financial System – Revenue Budget Detail Query

**AMS ADVANTAGE - Microsoft Internet Explorer**

Welcome, Stacey Tate | Budget Workspace

**Revenue Budget**

BYF	Fund	Department	Unit	Revenue	Current Budget	Total Revenue	Unrecognized
2007	110	800	01N 3342		\$562,000.00	\$295,728.00	\$266,272.00

First Prev Next Last

**Budget Actuals**

Billed Earned Revenue: \$0.00 | Total Revenue: \$295,728.00

Unbilled Earned Revenue: \$0.00 | Unrecognized: \$266,272.00

Collected Earned Revenue: \$295,728.00

**Budgeted Amounts**

Adopted: \$562,000.00 | Current Budget: \$562,000.00

Amendments: \$0.00

Carry Forward: \$0.00